



**U.S. Army Materiel Command**

**GEN Benjamin S. Griffin**



**AMC/AAC**

**Senior Leaders Conference**

**23 August 2005**

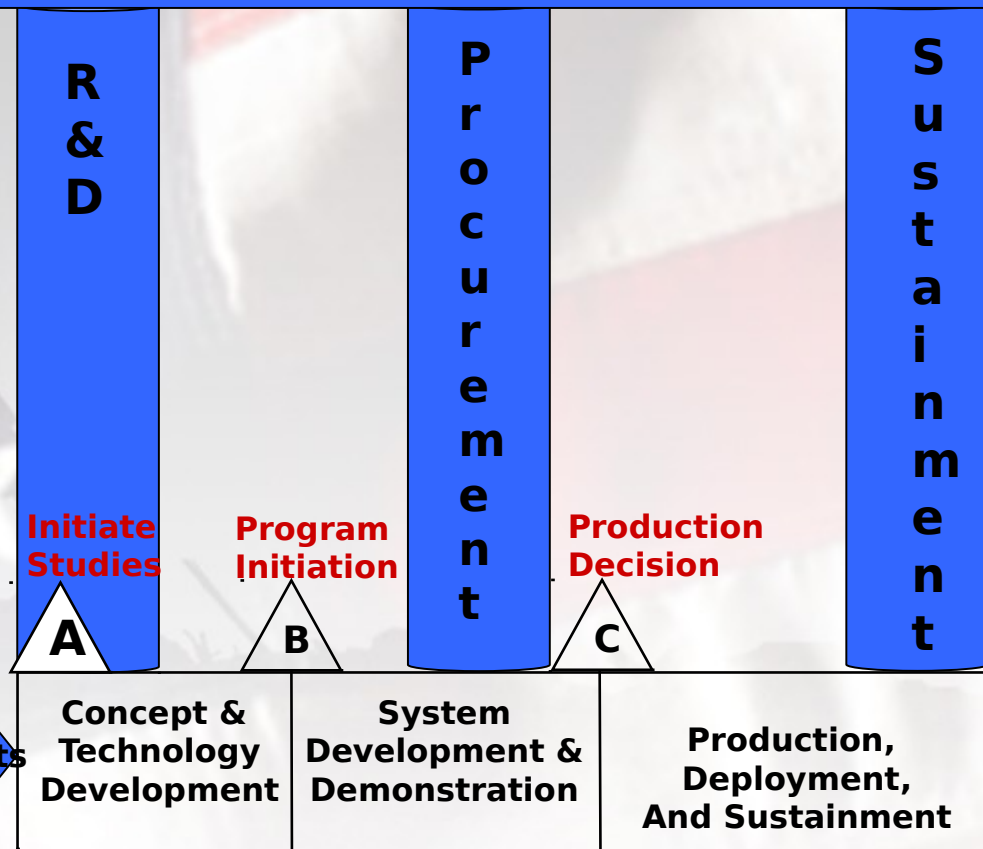
***"Need to be faster, more agile, less bureaucratic. Need to fight this every day."***

# Before: Overpipe Approach to Life Cycle Management

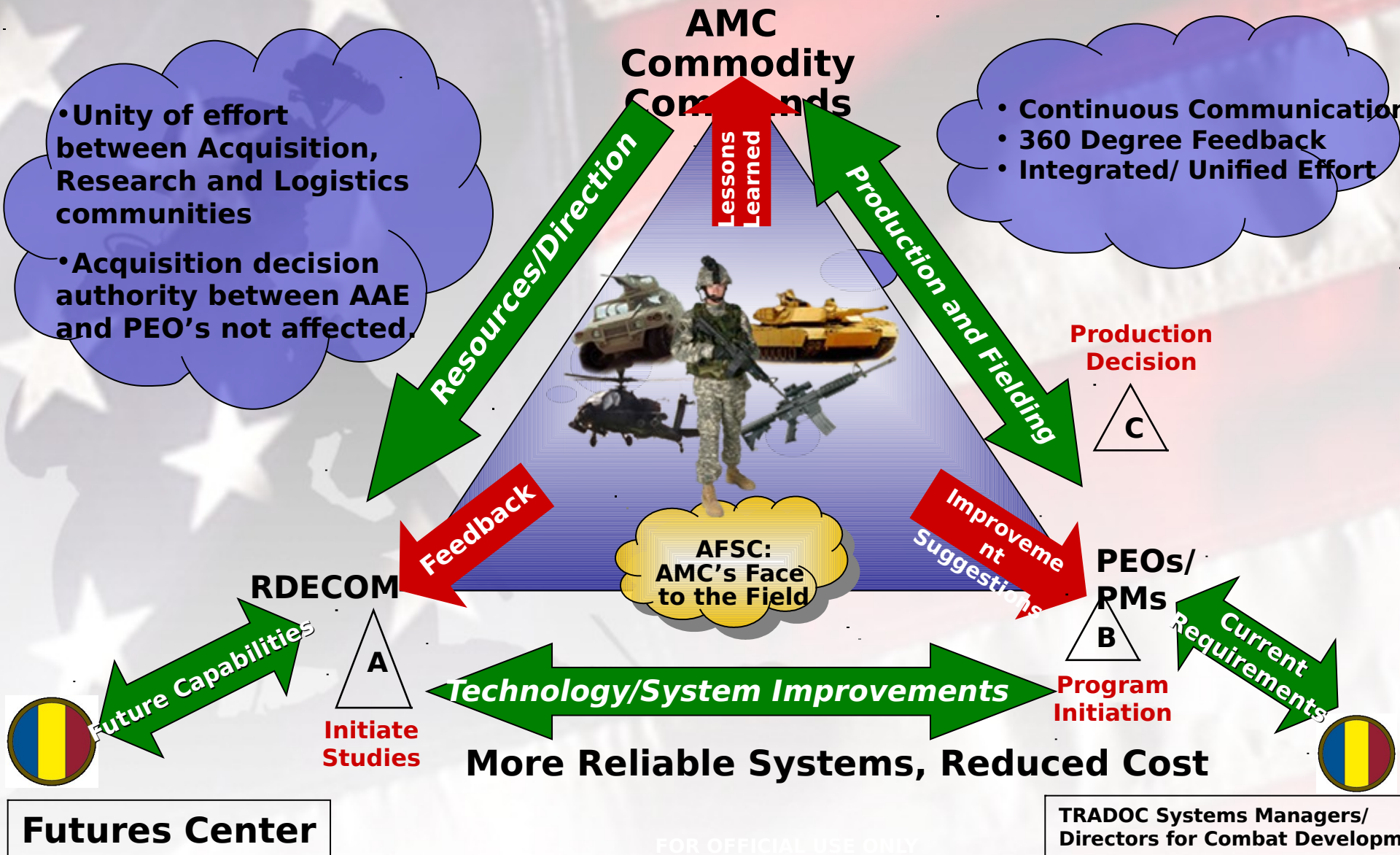
## PROCESS ISSUES

- Communications between communities
- Logistics planning early enough in the acquisition process
  - Limited sustainment expertise/ guidance prior to production decision
  - Support strategies were not well coordinated
  - New equipment training and institutional training not synchronized
- System improvements hindered by "color of money" issues

## Systems Acquisition & Support Process



# Now: Life Cycle Management Commands...Soldier Focused





# Army Field Support Brigade (AFSB)

**X**

Army Field  
Support Brigade

Logistics  
Assistance  
Program

- Logistic Assistance Office
- Logistic Assistance Representatives
- Contractors
- Logistics Civil Augmentation Program

Research,  
Development  
Experimentation

- Testing & Experimentation
- Field Assistance in Science and Technology

Acquisition,  
Logistics,  
Technology

- Acquisition Program & Product Managers
- Contracting Officers
- Procurement Analysts

Life Cycle  
Management  
Commands

- Integrated Material Management Center
- Item Managers
- Readiness Centers
- Operational Readiness Analysis Teams
- Integrated Logistics Support Center

• **Each MSC represented**

- Forward Repair Activities
- Combat Vehicle Evaluation Tms
- RESET Teams
- Surge for special area of emphasis

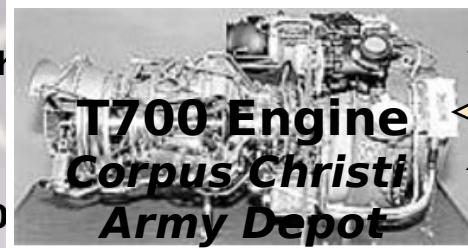
**6 AFSC Field Support Brigades**

SWA, STRYKER (thru FOC)  
Europe, Far East  
CONUS, East  
CONUS, West

**Functional Support  
Not an Org Chart**

# Example Lean Six Sigma Achievement

- ✓ Mean Time Between Overhaul increased from 309 hours to 900+ hours
- ✓ Overhaul cycle time reduced from 300+ to 100



- ✓ **Faster**
- ✓ **Better**
- ✓ **Cheaper**



- ✓ Kitting enabled production ramp from 300 to 700 weapons/month



## Ground Mobility Vehicle Letterkenny Army Depot

- ✓ \$990K in Lean savings to SOCOM in FY04
- ✓ Turn around time reduced from 10 weeks

Improving both  
organic and  
commercial  
industrial base  
operations

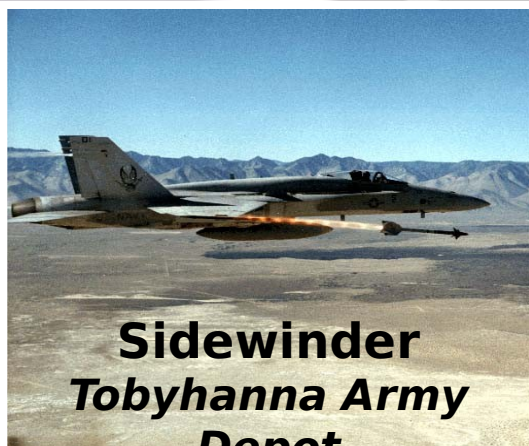


- ✓ Improved supply condition of Display Keyboard Assemblies from 9000 backorders in

## HMMWV Recap Red River and Letterkenney Army Depots



- ✓ Repair cycle time reduced 50%
- ✓ Throughput increased from 6 vehicles/day to 26/day
- ✓ Doubled first pass inspection
- ✓ Reduced cost by 1/3



- ✓ Productivity improved by 12%
- ✓ Unit Maintenance Cost reduced by 46%



# Principles of Lean Sustainment

- *Transforming AMC's Business Philosophy and Practices* -

## Focus on end-to-end supply chain processes

- 1) Solve the customer's (soldier/unit's) problems **completely** by insuring that all goods and services work, and work together.
- 2) **Don't waste** the customer's (soldier/unit's) **time**.
- 3) Provide **exactly what** the customer (soldier/unit) *wants*.
- 4) Provide what's wanted **exactly where** it's wanted.
- 5) Provide what's wanted where it's wanted **exactly when** it's wanted.

The background of the slide is a faded, semi-transparent image. On the left side, there is a silhouette of a soldier in full combat gear, including a helmet and a rifle. The soldier is facing right. Behind the soldier and across the entire background is a large American flag, with its stars and stripes clearly visible. The text is centered over the right half of the image.

Enjoy  
The  
Conference